



Human Resources Management Investment Management Frequently Asked Questions

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The following frequently asked questions (FAQs) address Human Resources Management (HRM)-specific questions about the Department of Defense (DoD) Investment Management process. For additional information about the process, please refer to <http://dcmo.defense.gov/governance/dbc-irb.html> or contact osd.pentagon.odcmo.mbx.irb-support-staff@mail.mil.

HRM Functional Area

What is the HRM Functional Area?

The Office of the Deputy Chief Management Officer (ODCMO) identifies eight functional business areas with defined responsibilities regarding functions and processes to support our warfighters. These eight functional business areas are Financial Management, Acquisition, Defense Security Enterprise, Installations and Environment, Logistics and Materiel Readiness, Security Cooperation, Enterprise Information Technology (IT) Infrastructure, and HRM.

HRM includes all functional processes necessary to acquire, train, manage, pay and provide benefits to the military and civilian personnel in the DoD, as well as processes necessary to provide support to family members, Veterans, retirees, volunteers and contractors.

What is Personnel and Readiness Information Management's (P&R IM) role within the HRM Functional Area?

Pursuant to United States Code (USC) Title 10, Section 2222, the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) holds responsibility and accountability for the Business Enterprise Architecture (BEA) content which supports HRM activities. USD(P&R) also serves as the Principal Staff Assistant (PSA) and advisor to the Secretary of Defense and Deputy Secretary of Defense on all matters related to HRM. As the PSA, USD(P&R) is responsible for the HRM business portfolio, the policies guiding/requiring IT support, and the HRM Functional Strategy. P&R IM, on behalf of USD(P&R), manages the HRM business portfolio and documents the HRM processes and standards within the BEA. P&R IM's activities include adding new content to the BEA and conducting deep dive analyses on the business areas with the highest importance to the Department through investment management activities: acquisition, business process reengineering (BPR), portfolio management and architecture.

HRM Functional Strategy

What is the HRM Functional Strategy?

Each year the HRM Functional Area is required to update the HRM Functional Strategy to articulate the business area's strategic vision, goals, and targeted outcomes over the next five years. The HRM Functional Strategy should be used by Components to guide and prioritize the investments in their portfolios to ensure alignment with the Department's strategy and priorities.

How is the HRM Functional Strategy developed?

P&R IM, on behalf of USD(P&R), coordinates development and updates to the HRM Functional Strategy and submits it to the ODCMO. P&R IM solicits input from key HRM stakeholders throughout the development process. HRM system owners and policy makers provide input to the draft Functional Strategy update, which is then vetted through the P&R Business Council and ODCMO Tiger Teams prior to submission to the ODCMO's Defense Business Council (DBC)/Investment Review Board (IRB).

To view the latest version of the HRM Functional Strategy, please visit the [DCMO Connect Portal](#) (Common Access Card required).

How do I know to which Functional Strategy my system aligns?

Organizations map to Functional Strategies based on the functionality of their Defense Business Systems (DBS). If the primary business function for a DBS is HRM, it would be aligned to the HRM Functional Strategy. If the DBS provides HRM and Financial Management functions, that organization would map to both the HRM and Financial Management Functional Strategies.

Organizational Execution Plans

What is an Organizational Execution Plan (OEP)?

An OEP articulates an organization's approach to aligning its portfolio of business IT investments to the appropriate Functional Strategies. Each Pre-Certification Authority (PCA) is responsible for developing and submitting OEPs to ODCMO on an annual basis. OEPs are the tactical means through which a PCA proposes how he/she will deliver the Department's business priorities. The Portfolio Certification Request serves as the request for funding certification used by the DBC/IRB to make portfolio investment decisions.

Please visit the [ODCMO Web site](#) for more information about OEPs.

How does P&R IM support development of OEPs aligned to the HRM Functional Area?

P&R IM assists stakeholders in clearly demonstrating alignment between their systems and the HRM Functional Strategy in their respective OEPs. Further, P&R IM is responsible for coordinating the development and submission of each OEP that is part of the P&R Portfolio, which is comprised of Defense Commissary Agency, Department of Defense Education Activity, Defense Health Agency, and Defense Human Resources Activity.

How do I align my OEP if my system aligns to multiple Functional Strategies?

Organizations will submit a single OEP. However, within that OEP organizations are able to map to multiple Functional Strategies to demonstrate alignment, as needed. The primary activities of the system, as well as its strategic vision, goals, and targeted outcome, should guide the program to the appropriate Functional Area for alignment.

How do I obtain information about Pre-Acquisition activities and requirements?

Pre-Acquisition activities and requirements are detailed in the [Interim DoD Instruction \(DoDI\) 5000.02](#). For more information, please see Enclosure Twelve of the [guidance](#).

What is BPR?

BPR is a methodology for assessing process weaknesses, identifying gaps, and implementing opportunities to streamline and improve these processes. In accordance with Section 1072 of the National Defense Authorization Act (NDAA) for Fiscal Year 2010, all DoD business system investments costing more than \$1 million over the Future Years Defense Program (FYDP) are required to demonstrate proof that appropriate BPR efforts were undertaken and show that the business process enhanced by the proposed business system is streamlined and efficient in order to receive funding authorization. For more information, please reference the [BPR Metrics Guidance](#) and the BPR section of the [HRM Investment Management Resource Library](#).

Out-of-Cycle Certification

What is an out-of-cycle request and how are the requests processed for HRM systems?

An out-of-cycle certification request for DBSs must be initiated if at any time there are changes to a previously approved OEP. The HRM Investment Management team assists P&R HRM stakeholders with developing and submitting out-of-cycle certification requests. The process includes certification review and submission to the USD (P&R) for approval of the certification request. Please refer to the [HRM Investment Management Out-of-Cycle Certification Request Guidance](#) for a detailed overview of the process.

Other Resources

What other resources does P&R IM offer to HRM stakeholders?

P&R IM is available to 1) guide stakeholders through architecture alignment to the HRM business enterprise activities, standards, and business rules, and 2) ensure compliance with the investment review process through assessments of HRM systems' Problem Statements and BPR packages prior to submission to ODCMO.

For more information, please contact dodhra.mc-alex.dhra-prim.mbx.hrm-invest-mgmt@mail.mil and visit the [HRM Investment Management Resource Library](#).